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T/IV/M-12  
23 June 1965

UNITED STATES INTELLIGENCE BOARD  
COMMITTEE ON DOCUMENTATION

TASK TEAM IV - INSTALLATIONS

Minutes of the Twelfth Meeting, 3 June 1965

Members or Their Representatives Present

25X1 DIA [ ] Chairman  
CIA [ ]  
NSA [ ]  
ARMY Mr. Harold A. Hansen  
AIR FORCE Mr. Frank Zahn  
NAVY Lt. Cdr. J. L. Elm  
25X1 CSS [ ] Secretary

Others Present

25X1 [ ] CIA

1. The minutes of the last meeting were approved. The Chairman briefed the team on the work done on the Interim Report since the last meeting. He reported that he and the Secretary had reviewed and corrected the Memo of Transmittal, the report summary and the body of the report, and that Major Hoover had made the final review and correction of all the TABS in master form before reproduction. He added that [ ] had gone over the entire report in rough draft and had made several useful suggestions. The Chairman pointed out that CODIB, at its last meeting, had indicated that it held entire responsibility for formal coordination of the Team's report and that such coordination of the report prior to submission to CODIB was not desired. He added, however, that the Chairman, CODIB, had indicated that the gathering of informal, unofficial impressions from the operating agencies concerned would probably be of considerable value to CODIB in its review of the Team's report. The Chairman proposed, in light of this, that each team member should circulate copies of the Interim Report to solicit informal reactions and impressions, that each team member should summarize these for his agency, and then forward this

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Group 1  
Excluded from automatic  
downgrading and  
declassification.

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25X1 summary promptly to him. [ ] address is as follows: DIAAP-1K1, Room 2102 B Building, Arlington Hall. The Chairman stated that he would do this job for DIA, and that he would also summarize all reports and forward this to the Chairman, CODIB, as an informal briefing note. The team agreed that about three weeks from receipt of the report would be satisfactory for collecting the informal reactions. The Chairman, assuming the report would be mailed by the CODIB Support Staff within a few days, set June 24, 1965, as the deadline for delivery to him of summaries of impressions from the various agencies. The team members then indicated the following need for copies of the report:

25X1	[ ] (DIA)	5 copies
	[ ] (NPIC)	4 copies
		5 copies
	Mangold (A-AMS)	5 copies
25X1	[ ] (CIA)	5 copies
	Zahn (ACIC)	5 copies
	Sesow (NAVY)	4 copies

25X1 2. [ ] indicated that he had read many of the papers produced by the CODIB ad hoc Task Teams since they had been set up. He commented that there appeared to be a serious deficiency characterizing the bulk of the work of the Teams, i.e., that there was a singular lack of positive, projective thinking that addresses the real-life problems confronting the operating elements of the Community. He wondered if a lot of man hours had been chewed up, in effect, codifying acceptable formats and procedures, which only indirectly related to the pressing operational problems of the Community. He pointed out that his remarks were not intended to be critical of the Team's report, per se, since he believed it to be an excellent job. Rather, he was addressing his remarks to the entire system of having individual Task Teams working on individual problems or aspects which actually needed, he felt, to be examined as integrals in a rather complex processing and production activity, if any truly constructive, positive and projective thinking could be done on the complete problem. He expressed the feeling that only a limited amount of progress could be expected from the ad hoc Task Team approach which split off pieces of the whole problem and provided no means of pulling these piecemeal products back into their proper relationship as parts of a comprehensive whole. To emphasize his point, he asked the rhetorical question as to how much progress really had been made by the ad hoc Task Teams beyond the work done by SCIPS. A general consensus arose that it would be extremely difficult for a general coordinating interagency mechanism such as CODIB to deal with top-priority problems of an operational nature on a real-time basis. The Chairman pointed out that the Memorandum of Transmittal addressed the Forward Tasks for this team and solicited suggestions to modify and enlarge this section.

3. Attention then turned to the Memorandum of Transmittal content and report signature list. The Chairman called attention to the new paragraph in the transmittal memorandum. He explained that the purpose was to draw CODIB's attention to the fact that the first-reporting team,

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regardless of which one it was, would make decisions of concern to other teams. He added that other teams, when they advance to the point of report writing, might very well wish to examine some of the Team's decisions and perhaps to coordinate on points of joint concern. In response to a question regarding CODIB's probable handling of the Installation Team's Interim Report, the Chairman expressed the opinion that CODIB would probably circulate the report for information and comment. He added that actual formal and final coordination of the report could easily await the reporting by other teams having concern with some of the decisions reached on the Installation Identification problem. The team quickly approved the content of the Memorandum of Transmittal and decided that members should sign the Memorandum and that notation should be made on the signature page identifying others who had contributed significantly to the team's work. Signatures were obtained with the understanding that

25X1 [redacted] CODIB Support Staff, would transfer them to the final copy of the Memorandum of Transmittal which would be single spaced. The Chairman emphasized again that care should be taken by each member in obtaining "informal impressions" of the report to avoid creating any impression that formal coordination was either being sought or obtained. He promised that his summary of these informal impressions would be forwarded promptly to the Chairman, CODIB, and that copies would be sent to each team member for his information. The Secretary indicated that copies of the full report should be in the mail not later than COB Monday or Tuesday, June 7 and 8. The Chairman suggested that any member not receiving his copy by COB June 10, should call [redacted] the secretary, 25X1 the following morning.

4. The Chairman again expressed his deep appreciation to all who had participated in the team's work to date and expressed his belief that the Team report would be a very useful contribution to the efficiency and effectiveness of the Community's support of U. S. foreign policy and overseas operations. He added that he would keep the team informed on the progress of the report review by CODIB so that the members could be of maximum assistance at any point that CODIB desired. To facilitate the completing of the record, the team agreed to telephone any suggested changes in these minutes to either [redacted] or the Secretary within two days after receipt. 25X1

[redacted]  
Secretary 25X1

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NOTES FOR THE TWELFTH MEETING OF TASK TEAM  
IV - INSTALLATIONS

1. Since we had our last meeting, [ ] and I have gone over the entire package making up our Interim Report to CODIB and have made a number of editorial changes, checked the numbering of paragraphs and subparagraphs, and so forth and so on. 25X1
2. [ ] of the CODIB Staff then kindly devoted considerable time to the draft Interim Report and has made some very helpful changes (plus some corrections!) and as Chairman, it has been my pleasure not only to accept all of his proposed changes ( which enhance the quality of the report by removing ambiguities and adding a spot of clarity from time to time ) but also to thank him on behalf of the Task Team. At the same time, I suggested to the CODIB Secretarial Staff that I would like to see mention made of the assistance of [ ] in our letter of transmittal. 25X1
3. [ ] is the individual responsible for typing up the reproducibles of the Interim Report, and her assistance, of course, is very much appreciated. 25X1
4. For this morning's meeting, there are a few things to be done:
- a. Checking on the minutes of our meeting of 3 May 1965.
  - b. Giving our Interim Report a final look-see and if all concur, signing it.
  - c. Insuring that the classification accorded to the whole is to our entire satisfaction.
  - d. Arranging for team members to receive suitable numbers of copies of the interim report.
5. On the matter of coordination, it now appears to be the best policy to refrain from taking any official coordination action. I plan to send a copy to the National Military Command System Support Center, a copy to the Information Processing and Display Division of the Joint Command and Control Requirements Group, and a copy to the Chief of the Production Center of DIA, asking not for coordination but purely for comments.

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[redacted] has phrased this nicely as obtaining advance impressions rather than indulging in actions which might perhaps be construed as seeking official coordination of agencies involved. Official coordination is a matter vested apparently in the Committee on Documentation of the U.S. Intelligence Board, which undoubtedly will ask us to participate in coordination activities if CODIB so elects, and not otherwise.

6. Be that as it may, once we've finished our meeting this morning, I do not believe it will be necessary to meet again until such time as we receive instructions from CODIB either with respect to our report or with respect to future tasks, and so, once again, please accept my best thanks for both your patience and for your individual and collective contributions to what I regard as a successful conclusion of the initial tasks assigned by CODIB to our Task Team.

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Chairman

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